

EXHIBIT O

Year	Firm Name	Location	Average FTE Attorneys	Partner Billing Rate High	Partner Billing Rate Low	Partner Billing Rate Avg	Associate Billing Rate High	Associate Billing Rate Low
2013	Debevoise & Plimpton	New York, NY	615	\$1075.00	\$955.00	\$1055.00	\$760.00	\$120.00
2013	Paul, Weiss, Rifkind, Wharton & Garrison	New York, NY	803	\$1120.00	\$760.00	\$1040.00	\$760.00	\$250.00
2013	Skadden, Arps, Slate, Meagher & Flom	New York, NY	1735	\$1150.00	\$845.00	\$1035.00	\$845.00	\$340.00
2013	Fried, Frank, Harris, Shriver & Jacobson	New York, NY	476	\$1100.00	\$930.00	\$1000.00	\$760.00	\$375.00
2013	Latham & Watkins	New York, NY	2033	\$1110.00	\$895.00	\$990.00	\$725.00	\$465.00
2013	Gibson, Dunn & Crutcher	New York, NY	1086	\$1800.00	\$765.00	\$980.00	\$930.00	\$175.00

2013	Davis Polk & Wardwell	New York, NY	787	\$985.00	\$850.00	\$975.00	\$975.00	\$130.00
2013	Willkie Farr & Gallagher	New York, NY	540	\$1090.00	\$790.00	\$950.00	\$790.00	\$350.00
2013	Cadwalader, Wickersham & Taft	New York, NY	435	\$1050.00	\$800.00	\$930.00	\$750.00	\$395.00
2013	Weil, Gotshal & Manges	New York, NY	1201	\$1075.00	\$625.00	\$930.00	\$790.00	\$300.00
2013	Quinn Emanuel Urquhart & Sullivan	New York, NY	697	\$1075.00	\$810.00	\$915.00	\$675.00	\$320.00
2013	Wilmer Cutler Pickering Hale and Dorr	Washington, DC	961	\$1250.00	\$735.00	\$905.00	\$695.00	\$75.00
2013	Dechert	New York, NY	803	\$1095.00	\$670.00	\$900.00	\$735.00	\$395.00

2013	Andrews Kurth	Houston, TX	348	\$1090.00	\$745.00	\$890.00	\$1090.00	\$265.00
2013	Hughes Hubbard & Reed	New York, NY	344	\$995.00	\$725.00	\$890.00	\$675.00	\$365.00
2013	Irell & Manella	Los Angeles, CA	164	\$975.00	\$800.00	\$890.00	\$750.00	\$395.00
2013	Proskauer Rose	New York, NY	746	\$950.00	\$725.00	\$880.00	\$675.00	\$295.00
2013	White & Case	New York, NY	1900	\$1050.00	\$700.00	\$875.00	\$1050.00	\$220.00
2013	Morrison & Foerster	San Francisco, CA	1010	\$1195.00	\$595.00	\$865.00	\$725.00	\$230.00
2013	Pillsbury Winthrop Shaw Pittman	Washington, DC	609	\$1070.00	\$615.00	\$865.00	\$860.00	\$375.00

2013	Kaye Scholer	New York, NY	414	\$1080.00	\$715.00	\$860.00	\$680.00	\$320.00
2013	Kramer Levin Naftalis & Frankel	New York, NY	320	\$1025.00	\$740.00	\$845.00	\$750.00	\$400.00
2013	Hogan Lovells	Washington, DC	2280	\$1000.00	\$705.00	\$835.00		
2013	Kasowitz, Benson, Torres & Friedman	New York, NY	365	\$1195.00	\$600.00	\$835.00	\$625.00	\$200.00
2013	Kirkland & Ellis	Chicago, IL	1517	\$995.00	\$590.00	\$825.00	\$715.00	\$235.00
2013	Cooley	Palo Alto, CA	632	\$990.00	\$660.00	\$820.00	\$630.00	\$160.00
2013	Arnold & Porter	Washington, DC	748	\$950.00	\$670.00	\$815.00	\$610.00	\$345.00

2013	Paul Hastings	New York, NY	899	\$900.00	\$750.00	\$815.00	\$755.00	\$335.00
2013	Curtis, Mallet-Prevost, Colt & Mosle	New York, NY	322	\$860.00	\$730.00	\$800.00	\$785.00	\$345.00
2013	Winston & Strawn	Chicago, IL	842	\$995.00	\$650.00	\$800.00	\$590.00	\$425.00
2013	Bingham McCutchen	Boston, MA	900	\$1080.00	\$220.00	\$795.00	\$605.00	\$185.00

Associate Billing Rate Avg
\$490.00
\$600.00
\$620.00
\$595.00
\$605.00
\$590.00

\$615.00
\$580.00
\$605.00
\$600.00
\$410.00
\$290.00
\$530.00

\$670.00
\$555.00
\$535.00
\$465.00
\$525.00
\$525.00
\$520.00

\$510.00
\$590.00
\$340.00
\$540.00
\$525.00
\$500.00

\$540.00
\$480.00
\$520.00
\$450.00